

SAF/AQ

Air Force Acquisition Lightning Bolt Initiatives

From the Office of the
Assistant Secretary of the
Air Force (Acquisition)

This update describes progress made in the Lightning Bolts since the last update on 27 Oct.

*The latest Lightning Bolt updates are available on the SAF/AQ World Wide Web (WWW) Page. The Internet address for the page is:
<http://www.safaq.hq.af.mil/safaq/>*

1. Establish a centralized RFP support team to scrub all RFPs, contract options, and contract modifications over \$10 million.

Implemented!!

In November, the Centralized RFP Support Team (CRFPST) assisted 15 program offices in implementing acquisition reform in their RFPs. This brings the total number of RFPs streamlined to 72. The team also presented several briefings to industry and government audiences on the status of Lightning Bolt #1.

The second "Angle on Reform:" newsletter was released in November and is now posted on the SAF/AQ World Wide Web Page.

The CRFPST held an internal "How Goes It--The First 100 Days" meeting on 21-22 Nov 95 to complete some self evaluation and to discuss issues. They also issued a report on the first 100 days of the CRFPST. The report will soon be available on the SAF/AQ WWW Page.

2. Create a standing Acquisition Strategy Panel (ASP) composed of senior level acquisition personnel from SAF/AQ, AFMC and the user. The panel structure will be fully operational by Sep 15.

Implemented!!

SAF/AQ signed Policy Memo 95A-009 establishing a three tiered ASP system on 7 Nov 95. Members of the Service Acquisition Executive and Senior Panels (ACAT I and II) have also been identified. Both of these items, and a tentative schedule are available on the SAF/AQ WWW Page. The first meeting of the SAE panel was held on 31 Oct 95 on the Joint Air to Surface Stand-off Munition (JASSM) program.

3. Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.

Implemented!!

SAF/AQ approved the SPO sizing tenets report on 6 Nov 95. The report provides a toolbox of tenets for program managers to use to dramatically reduce organic and contract support program office staff. The report was developed by a joint SAF/AQ - HQ AFMC IPT using classified/SAR programs that demonstrated effective management of large programs with small teams. The report also provides feedback from industry on SPO sizing. The final report and transmittal memo are available on the SAF/AQ WWW Page.

A SAF/AQ--HQ AFMC review of the total acquisition workforce (military, civilian, contracted support) will be held on 19 Dec 95 at Wright Patterson AFB OH.

4. Cancel all AFMC Center-level acquisition policies by Dec 1.

Implemented!!

SAF/AQ signed a letter on 1 Nov 95 implementing Lightning Bolt #4. The letter: 1) cancelled all center level acquisition policies and FAR supplements; 2) cancelled many AFMC and Air Force acquisition policies; and 3) required modifications to many of the remaining AFMC and Air Force acquisition policies. The Acquisition Policy Review played a key role in identifying the AFMC and Air Force acquisition policies that were to be cancelled or modified.. Those organizations responsible for modified policy must make the necessary changes and forward their revised policy to SAF/AQXA within 60 days of the letter's date.

The New Policy Review Team (NPRT) will review the modified policies and ensure they are consistent with the acquisition reform philosophies. The NPRT will also review all proposed new acquisition policies.

5. Reinventing the AFSARC process through Integrated Process Teams.

The Air Force has now implemented an enhanced corporate board structure. The new structure includes the establishment of the Air Force Group, realignment of the existing resource allocation teams into mission/mission support panels, and implementation of integrated process teams (IPT) for major programs, weapons systems, and issues. This guidance, approved by CSAF, complements previous acquisition community initiatives, like Lightning Bolt #5, in ensuring that IPTs are used to successfully manage major weapon system programs.

Of the 70 identified Air Force IPTs, many of which are not acquisition-oriented (like BRAC, PCS, Family Programs, etc.), 15 are SAF/AQ-led, including B-2, F-22, JDAM, JSTARS and Theater Missile Defense. Many acquisition programs were incorporated in “basket” groupings of related projects to limit the number of total IPTs. The new corporate structure does not effect PEM assignments or responsibilities. The defined leadership and membership responsibilities of all the IPTs are being articulated to the new organizations in preparation of building the 98 POM. Of particular concern is the concept that: Another organization leading the IPT (XO, SC, etc.) does not absolve AQ of any obligations in dealing with the acquisition aspects of the program(s) (congressional, “third floor”).

IPT training is progressing along several fronts, including 1) monthly AQ sessions open to all HQ USAF offices, 2) a new OSD-sponsored effort to produce an IPT education video, and 3) IPT leader training geared toward orienting new corporate structure IPT personnel to the enhanced board structure. Acquisition community participation is imperative in these training efforts, in that many AQ personnel have experience in IPT implementation. Further IPT policy guidance will be published in a SAF/AQ memorandum by Dec 1.

6. Enhance the role of past performance in source selections.

SAF/AQC and AFMC/PK are working to develop new past performance policies and guidelines

- In the area of improving the data base for collection of past performance information, AFMC is proposing a revision to its CPARS instructions and the CPARS form for major systems acquisition.
- In the area of applying past performance information to source selection evaluations, revisions to AFFARS Appendix AA and BB was drafted to include the new approach to past performance consideration. There will be a recommendation to issue a guide for doing Performance Risk Assessments. An approach to training is being developed.

Upon SAF/AQ approval of recommendations, SAF/AQC and HQ AFMC/PK can finalize AFMC policy implementation and the rewrite of CPARS instructions for major systems.

7. Replace acquisition documents with the Single Acquisition Management Plan (SAMP).

The final version of the SAMP policy and guide is now in formal Pentagon coordination. All ACAT I programs are required to submit a SAMP by either 31 Dec 95 or 28 Feb 96. The due date is determined by when the program's acquisition reform program review (Lightning Bolt #8 Review) was conducted. Those programs reviewed in either September or October (PEO/TS, PEO/ST, and SMC) are due on

31 Dec 95. Those programs reviewed in November or December (PEO/CI, PEO/TA, PEO/SP, WRALC, ESC) are due on 28 Feb 96. ACAT II programs are expected to prepare a SAMP at the "next event", either a milestone review or change in acquisition strategy. Use of the SAMP is optional for all other programs. The latest version of the SAMP guide is now loaded on the AQ Home Page.

8. Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.

Acquisition Reform Implementation Reviews are scheduled:

- Dec 11- PEO for Space (PEO/SP) portfolio
- Dec 14- WR-ALC selected programs
- Dec 15- ESC selected programs
- TBD- PEO for Tactical/Airlift Systems (PEO/TA) portfolio

9. Enhance our acquisition workforce with a comprehensive education and training program that integrates acquisition reform initiatives.

The Training Implementation Plan is in final draft. The next step is a presentation of the plan to SAF/AQ and AFMC/CC. Along with the Implementation Plan, a Master Calendar is complete . This calendar shows education and training courses (dates and locations) and the steps required to ensure the completion of the training. Three joint USAF/Industry Acquisition Reform training sessions are scheduled for Fort Belvoir on Dec 7 and Fort McArthur, CA on Jan 23 and 24.